Think Big, Be Patient

Presentation to Navajo Nation IT Leaders

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Agenda

- Background and Experience

- Scenarios to think about

- Taking Stock of the Challenges

- Big Picture Vision

- Technology Architecture

- Putting the Needs Assessment in Context

Background

- Background
  - Work with Navajo Nation almost a decade
  - Briefed by Jessica on the tasks ahead
    - No fun
    - Seems like you're buried in detail
    - That might never come to anything
- Experience from SoNM can give some perspective

Scenarios to think about

- Risk…. When the computers stop
  - Personal experience
  - Corporate experience
- Opportunity … when you get money
  - If you got money for …..X, could you execute?
- Cost … of just keeping it going
  - Without some kind of order, costs keep going up

Taking Stock of the Challenges

- Breadth of Function
  - Navajo Nation is a nation!!
- Diversity of Approaches in place
  - Decisions tend to be local
  - Often a function of "what you know"
- Complexity
  - Is enormous
  - Impedes ability to make change and move forward
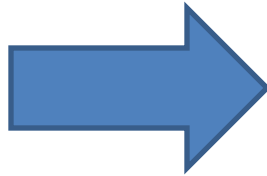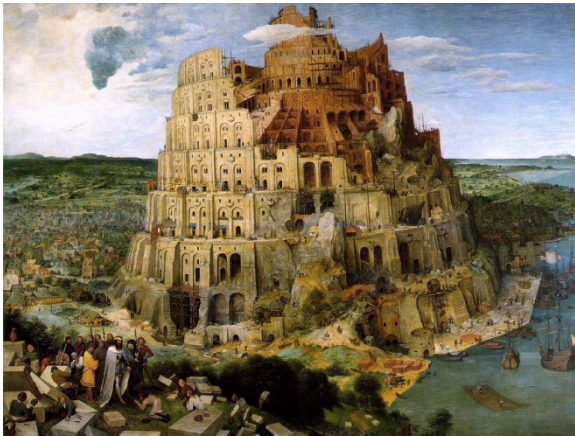
Organization Complexity

FEAC Institute (Federal Enterprise Architecture Certification)

The complexity an organization needs to deal with

9
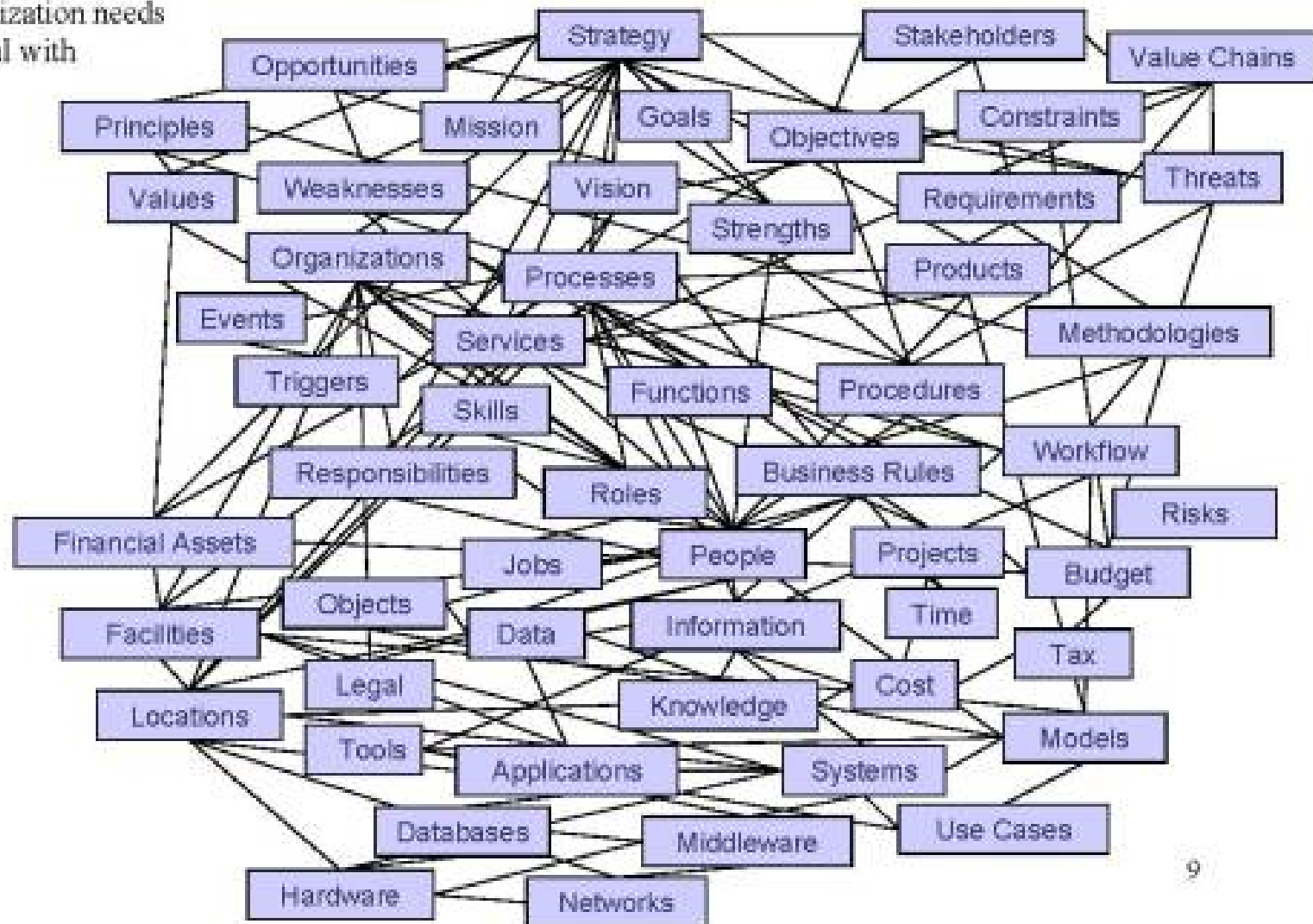
Big Picture Vision

- What you want in the future
  - Well oiled machine and the machine is not just technical
  - Each part knows it role... what do you get to decide and
  - Worry about the big things, not the little thing
  - Have each other's back
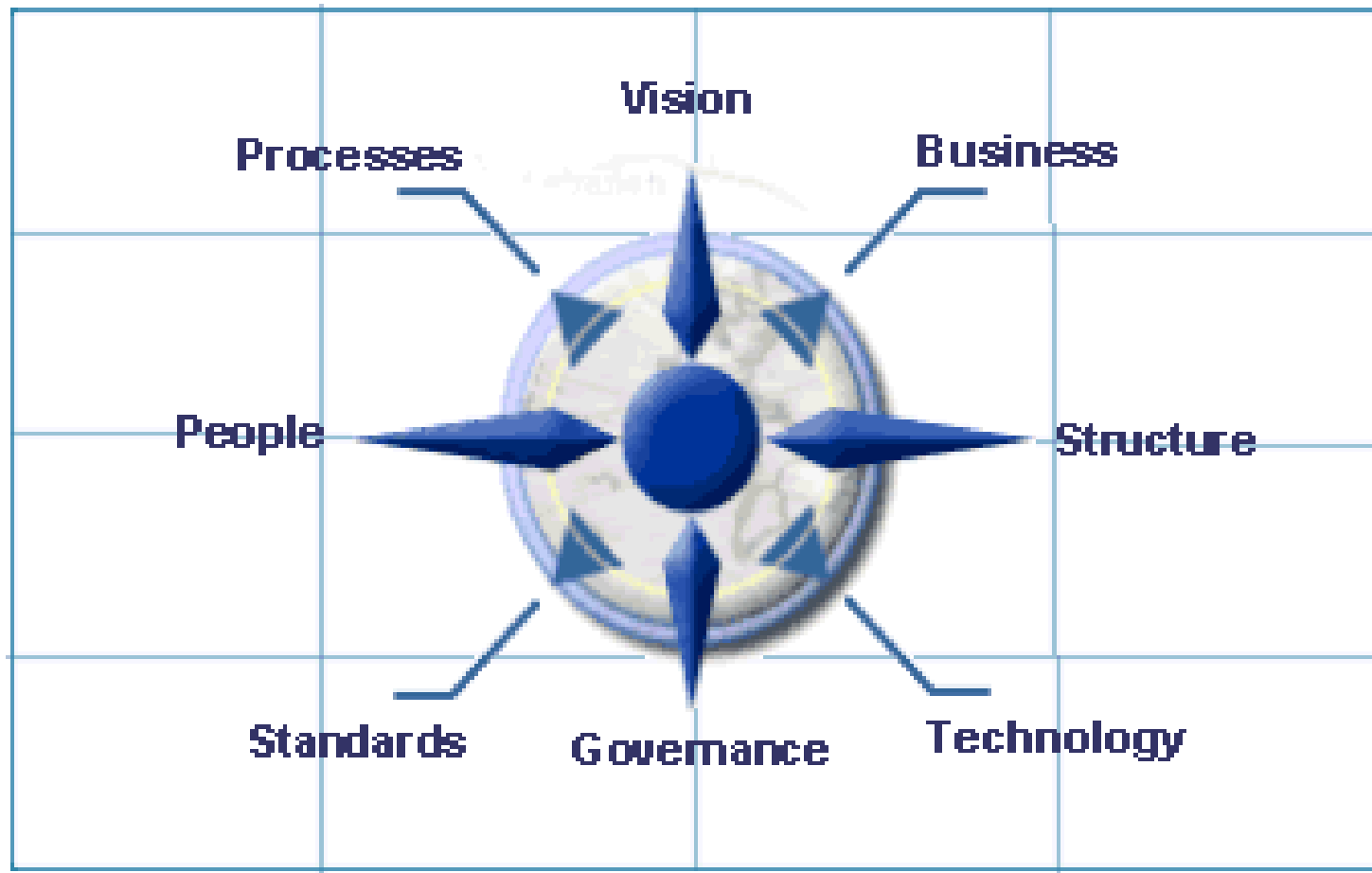- What you have today
- A path to move toward the future

Unplanned to Planned

Technology Architecture

- A way to get your arms around things so there is hope of achieving the vision
- A way of keeping the components in perspective so you can work on the big picture
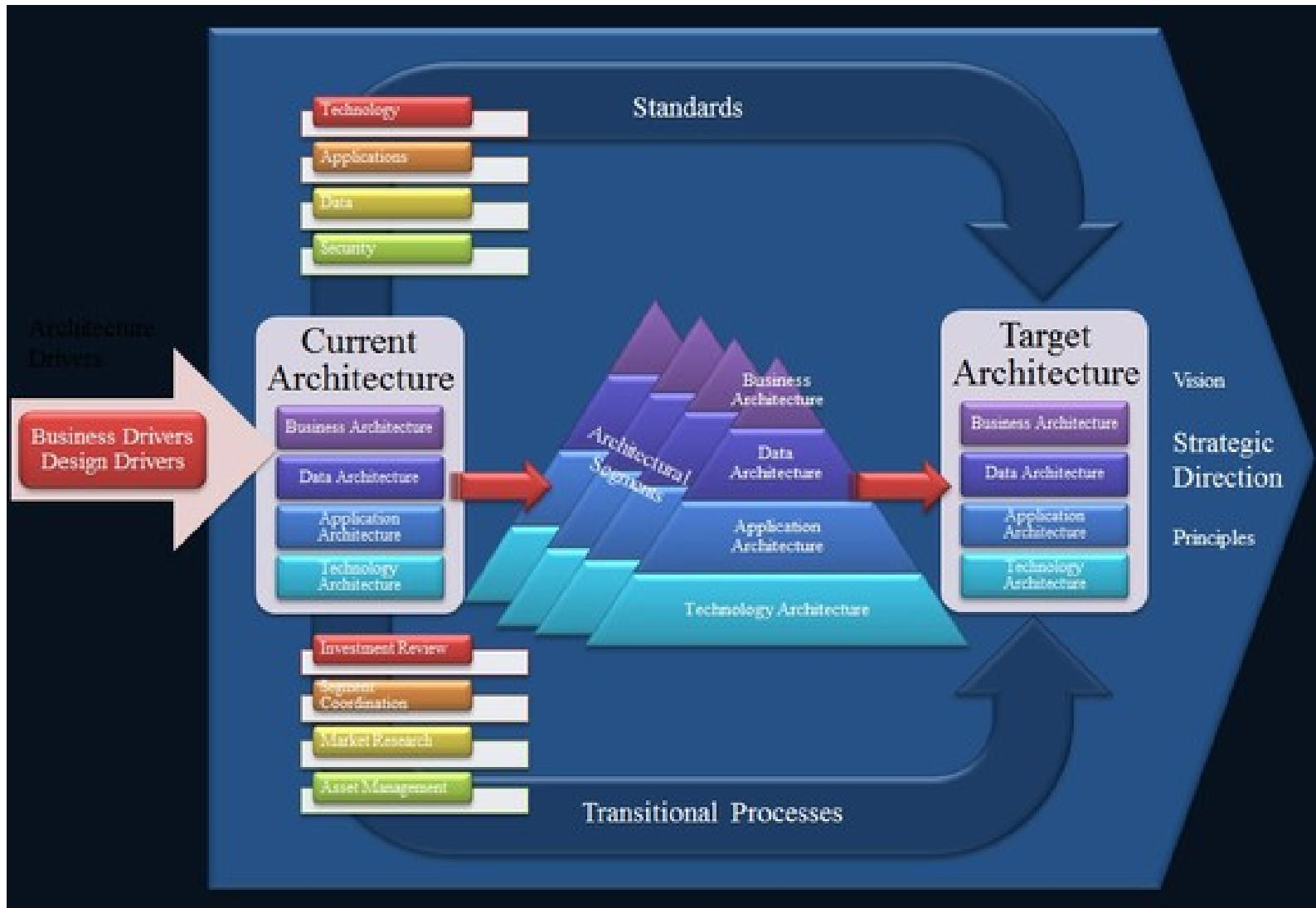- Useful for large, complex organizations
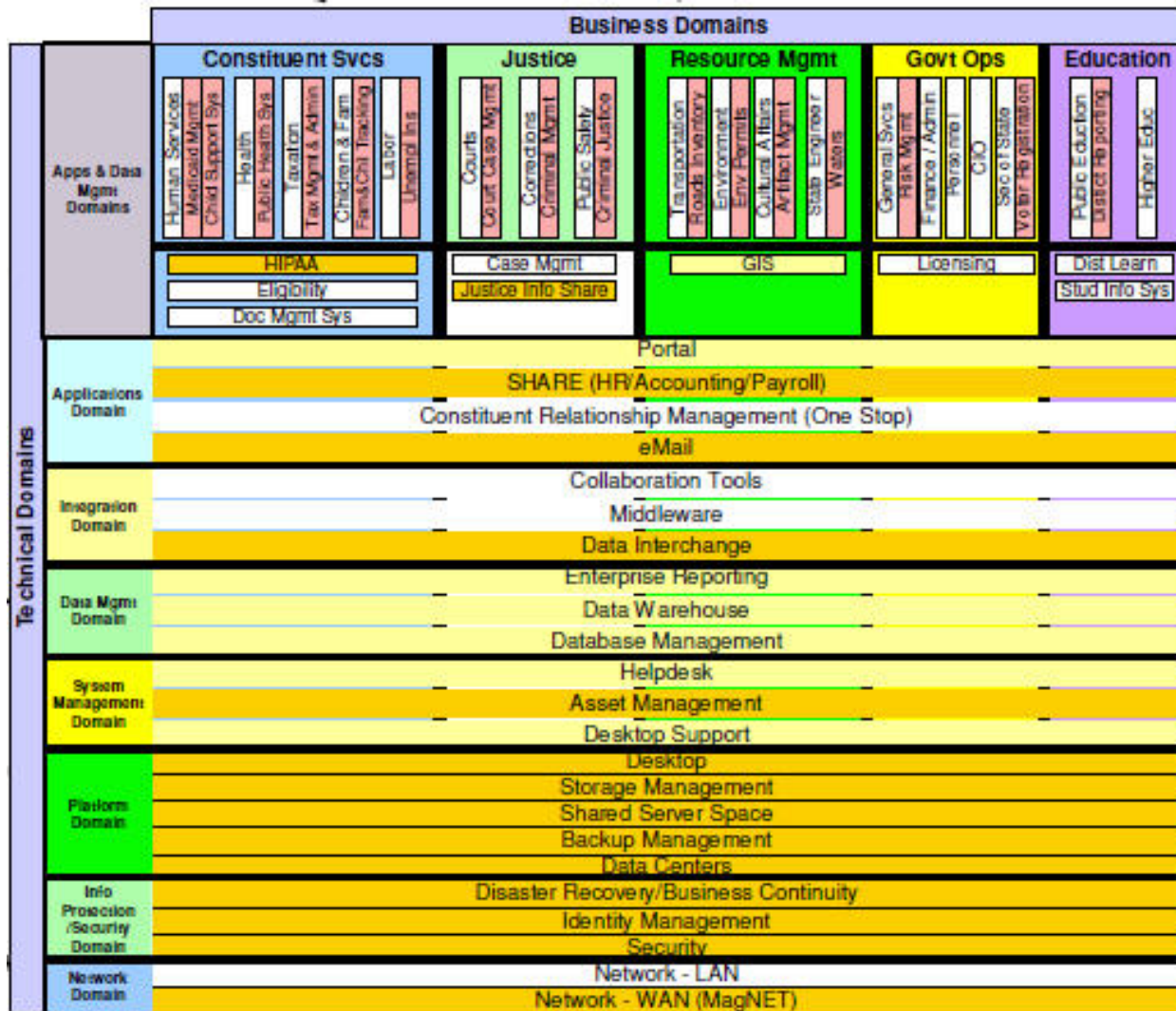
Components of the "system"

The constant, important questions

- Where are we today?

- Where do we want to be in the future?

- How can we get there?

A Federal Government Depiction
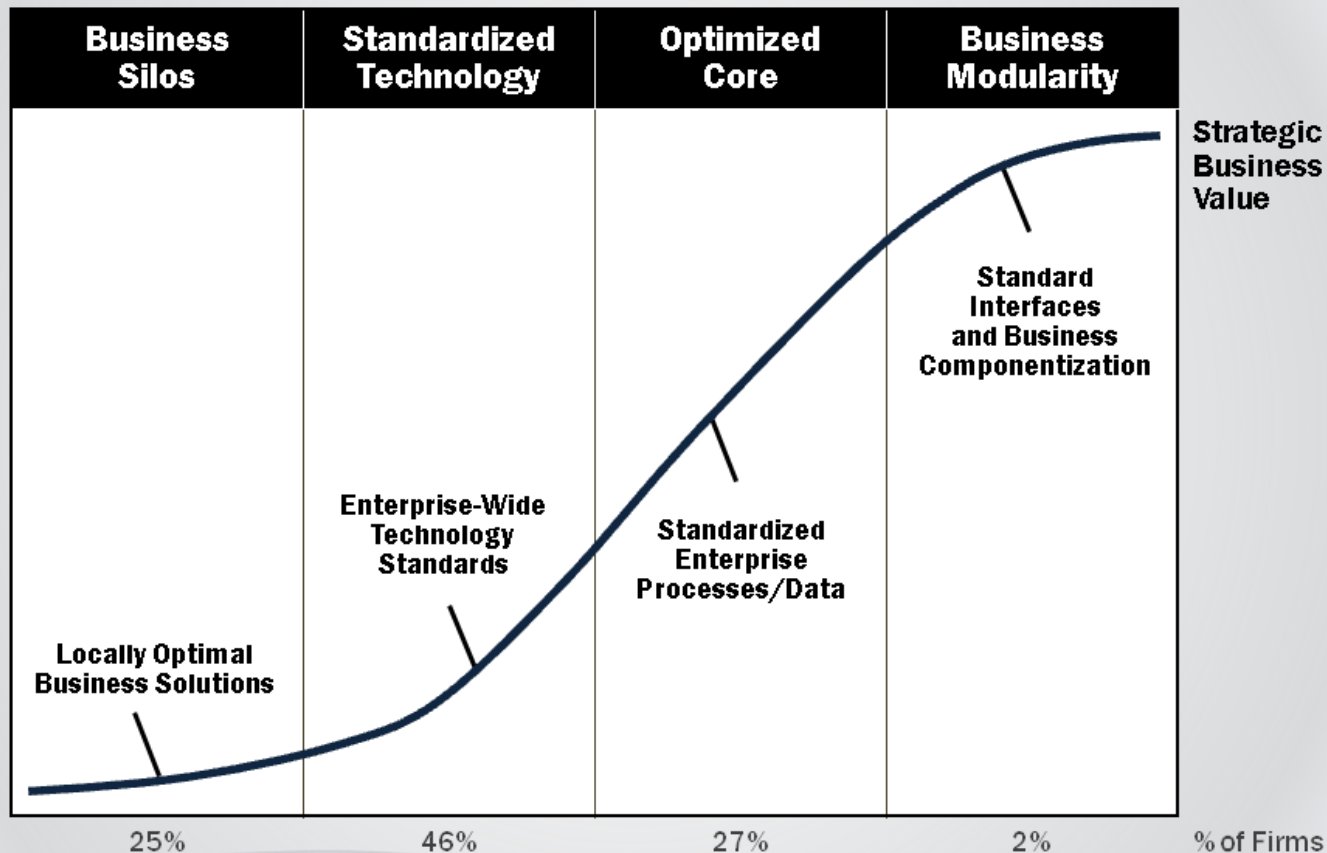
SoNM example: Where we want to be

Where is the value to your Constituents?

- They don't care about the back end technology
- They want services
  - Consistent
  - Value driven
  - Easy to access
- If you're worrying about how to basic technology work together, you're missing the boat (any most of us are still doing this…)

The Path toward better value

Enterprise architecture builds agility over time

| Business Silos | Standardized Technology | Optimized Core | Business Modularity |

Strategic Business Value

Standard Interfaces and Business Componentization

Enterprise-Wide Technology Standards

Standardized Enterprise Processes/Data

Locally Optimal Business Solutions

| 25% | 46% | 27% | 2% | % of Firms |

Source: *Enterprise Architecture as Strategy: Creating a Foundation for Business Execution*, J. Ross, P. Weill, D. Robertson, HBS Press, 2006.
Percentage of firms in each stage updated based on a survey of 1508 IT executives.

The constant, important questions

- Where are we today?
  - Get an inventory
  - Understand why choices were made
- Where do we want to be in the future?
  - What are the unmet needs?
  - What are the obstacles
- How can we get there?
  - Working together you have a shot
  - Working in silos, the Nation loses

The Scenarios

- Risk…. When the computers stop
  - Position to help each other
- Opportunity … when you get money
  - You'll be positioned to execute
- Cost … of just keeping it going
  - Take savings and make things better for your citizens

In conclusion

- Technology Architecture is a way to move forward

- The work you are doing to understand where you are is important

- Moving up the "value chain" gives better return

- Always think about the end product to your constitutents